



United States
Department of
Agriculture

Agricultural
Research
Service

Pacific West Area

U.S. Sheep Experiment Station
Dubois, ID 83423

March 28, 1990

FROM: Hudson Glimp, RL Dubois

TO: C.J. Whitten
USDA, ARS, NPA
Biosciences Research Lab
P.O. Box 5674
Fargo, ND 58105

SUBJECT: National RL Meeting Workshop No. 6 on Animal Production

We have been asked to participate in the Research Leader's Workshop on Animal Production, which is scheduled from 1-5 pm, 10 April, 1990. The objective of this workshop is to develop a 20-30 year futuristic understanding of the directions or trends in animal production, constraints to and opportunities for implementing major changes in the efficiency of production of meat, milk, eggs, fiber and other end products from livestock and poultry, and the research needs to meet these challenges.

Each workshop has been charged with developing a broad perspective of where its industries are headed in the future, and to focus on major research initiatives required by ARS to improve production efficiency, product quality, meet consumer needs and improve producer profitability. This forum provides us as Research Leaders with the critical opportunity to influence future directions in ARS research programs. Our task is to synthesize our workshop deliberations into a 2-page "bullet" summary, which will be presented on Friday morning along with the output of the other 14 workshops.

The format will include a brief introduction by myself as workshop moderator, followed by a series of 10-15 minute presentations on a discipline basis that will each be followed by a 10-15 minute discussion period. This should allow 1-1.5 hours at the end for synthesis of our recommendations. I have asked Robert Kraeling to serve as recorder to assist in the synthesis process. The resource people in the various disciplines are as follows:

1. Genetics - Larry Cendiff
2. Growth and Development - Norm Steele
3. Nutrition - Calvin Farrell
4. Reproduction - Harold Hawk
5. Production Systems - Gary Bennett

These resource people have been encouraged to contact their peers in developing their brief presentations. I would encourage you to contact the appropriate persons if there are specific points of high priority that you feel should be considered. At any rate, everyone should have adequate opportunity for inputs during discussion periods.

The purpose of this message is to outline for you the general objectives and expected output from our workshop, and to challenge each of you to begin thinking about these important issues prior to the session. This is an excellent opportunity for us to impact the future of our industries and the direction of future ARS programs. For your information, the following people will be participating in our workshop:

Gary L. Bennett
G.J. Carmichael
A.L. Cartwright
Helene C. Cecil
Dave Clark
N.A. Cole
John D. Crouse
Larry V. Cundiff
R.Fayer
Calvin L. Ferrell
Roger Gerrits
Hudson Glimp
A.C. Hammond
Harold W. Hawk
Ronald L. Horst
Robert R. Kraeling

Dan B. Laster
J.R. Lichtenfels
Chhorn Lim
J.D. May
Janice M. Miller
Robert H. Miller
D.M. Moore
H.Duane Norman
Peter J. Reeds
Theron S. Rumsey
Larry D. Satter
Thomas J. Sexton
Lewis Smith
Norm Steele
Shannon C. Whipp
C.J. Whitten

Title of Correspondence: _____

Originating Office: Area Director's OfficeDate: 6/13/90

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United States
Department of
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Agricultural
Research
Service

Beltsville Area
Beltsville Agricultural
Research Center

Beltsville, Maryland
20705

May 1, 1990

SUBJECT: Participant's Evaluation of the National
Research Leaders' Meeting

TO: T. J. Army, Director, Northern Plains Area
W. G. Chace, Director, Pacific West Area
E. L. Corley, Jr., Director, South Atlantic Area
E. E. Finney, Jr., Director, Beltsville Area
F. P. Horn, Director, Southern Plains Area
K. D. Murrell, Director, Midwest Area
P. A. Putnam, Director, Mid South Area

FROM: D. D. Bills, General Chairman/Coordinator
National Research Leaders' Meeting

D. D. Bills

Here are the results of the participant's evaluation of the National Research
Leaders' Meeting for your information and to share with others in your Area.

Enclosure

cc:

M. E. Carter, ARS



United States
Department of
Agriculture

Agricultural
Research
Service

Beltsville Area
Beltsville Agricultural
Research Center

Beltsville, Maryland
20705

April 24, 1990

SUBJECT: Participant's Evaluation of the National Research Leaders'
Meeting

TO: R.D. Plowman, Administrator, ARS
M.E. Carter, Associate Administrator, ARS
E.B. Knipling, Deputy Administrator, NPS
T.J. Clark, Deputy Administrator, AM
H.L. Rothbart, Area Director, NAA
D.K. Hayes, Research Leader, LIL
J.N. Jenkins, Research Leader, CSRL
D.F. Cole, Acting Associate Area Director, NAA

FROM: D.D. Bills
General Chairman/Coordinator
National Research Leaders' Meeting

D.D. Bills

Participants at the NRLM were asked to evaluate the meeting. The summarized results of their evaluations are enclosed.

On a scale of 1 to 5, the evaluators who responded gave the overall meeting an average score of 3.53, which is midway between the verbal descriptors "Moderately Beneficial" and "Very Beneficial."

Only two persons believed that the topics covered at the NRLM were not relevant. The average opinion was that the subject matter fell between "Moderately Relevant" and "Very Relevant," being a little closer to the latter with an average score of 3.63.

In choosing between talks, workshops, and interaction with others, nearly half of the respondents indicated that they liked interacting with others best. Talks and workshops received about equal preference among the other half of the participants.

Nearly 86 percent would like to have another NRLM, and 41 percent thought that April would be the best month for the meeting. March and May were the next-most-popular months for a meeting. If another meeting is held in the spring, several participants asked that we avoid Holy Week. The median response for frequency of future meetings was at an interval of 4 years; the most frequent choice was at an interval of 3 years.

I believe the meeting was successful, but we can profit from the experience and evaluation of this one if ARS chooses to hold future NRLM's.

3 Enclosures:
Participants Evaluation Form
Summarized Results
Written Comments

PARTICIPANT'S EVALUATION

ARS National Research Leaders' Meeting, April 9-13, 1990, Washington, D. C.

- Your affiliation (circle) HQ BA MSA MWA NAA NPA PWA SAA SPA
- On a scale of 1 to 5, please rate the morning sessions by circling the appropriate number (1 = Not beneficial, 2 = Somewhat beneficial, 3 = Moderately beneficial, 4 = Very beneficial, 5 = Extremely beneficial):
 - 1 2 3 4 5 TUESDAY MORNING: "Visualizing and guiding the future of agriculture and ARS."
 - 1 2 3 4 5 WEDNESDAY MORNING: "Understanding the influences of economics and society on the future of agriculture and agricultural research."
 - 1 2 3 4 5 THURSDAY MORNING: "Recruiting and leading ARS' workforce."
- Please rate the Workshops that you participated in with the same 5-point scale:
 - 1 2 3 4 5 TUESDAY AFTERNOON.....Workshop No. _____ (Identify by number).
 - 1 2 3 4 5 WEDNESDAY AFTERNOON...Workshop No. _____ (Identify by number).
 - 1 2 3 4 5 THURSDAY AFTERNOON.....Workshop No. _____ (Identify by number).
- Please provide your overall impression of the National Research Leaders' Meeting with the same 5-point scale:
 - 1 2 3 4 5 Overall impression of the National Research Leaders' Meeting (NRLM).
- Please circle the letter that represents your opinion:
 - A B C What aspect of the meeting did you like best? (A) Talks, (B) Workshops, (C) Interaction with others
 - A B C D E In general, how relevant were the topics covered at NRLM? (A) Not relevant, (B) Somewhat relevant, (C) Moderately relevant, (D) Very relevant, (E) Extremely relevant
 - A B C D E Did the NRLM increase your awareness of the complexities, scope, and national agenda of research in ARS? (A) Not at all, (B) Somewhat, (C) Moderately, (D) Considerably, (E) Very much
 - A B C D E How valuable do you believe the visions of future research established at the NRLM are to you? (A) No value, (B) Somewhat valuable, (C) Moderately valuable, (D) Very valuable, (E) Extremely valuable
 - A B C D E How valuable do you believe the visions of future research established at the NRLM are to ARS? (Use same scale of value as in the preceding question.)
 - A B C D E How satisfactory were the physical arrangements at the Hilton Hotel? (A) Not satisfactory, (B) Somewhat satisfactory, (C) Moderately satisfactory, (D) Very satisfactory, (E) Extremely satisfactory
 - YES NO Should ARS hold future NRLM's at appropriate intervals?
 - 2yrs 3yrs 4yrs 5yrs If future NRLM's are held, how far apart should they be?
 - J F M A M J J A S O N D What month would you prefer for any future NRLM's?
- Please write comments, observations, or suggestions for future programs below.

SAMPLE FORM

PARTICIPANT'S EVALUATION

ARS National Research Leaders' Meeting, April 9-13, 1990, Washington, D. C.

RATINGS ARE ON A SCALE OF 1 TO 5. THE LOWEST RATING IS 1, HIGHEST IS 5

Overall impression of the National Research Leaders' Meeting (NRLM)

AVERAGE SCORE=3.53

<u>Score</u>	<u>No. Giving Score</u>
1	5
2	25
3	61
4	101
5	25

Tuesday Morning Presentations ("Visualizing and Guiding the Future of ARS")

AVERAGE SCORE=3.39

<u>Score</u>	<u>No. Giving Score</u>
1	5
2	33
3	73
4	97
5	18

Wednesday Morning Presentations ("Understanding the Influence of Economics and Society on the Future of Ag. & Ag. Research")

AVERAGE SCORE=3.77

<u>Score</u>	<u>No. Giving Score</u>
1	6
2	16
3	49
4	100
5	49

Thursday Morning Presentations ("Recruiting and Leading ARS' Workforce")

AVERAGE SCORE=3.43

<u>Score</u>	<u>No. Giving Score</u>
1	8
2	27
3	64
4	84
5	25

Tuesday Afternoon Workshops

AVERAGE SCORE=3.35

<u>Score</u>	<u>No. Giving Score</u>
1	8
2	35
3	71
4	80
5	24

Wednesday Afternoon Workshops

AVERAGE SCORE=3.26

<u>Score</u>	<u>No. Giving Score</u>
1	16
2	30
3	76
4	64
5	27

Thursday Afternoon Workshops

AVERAGE SCORE=3.61

<u>Score</u>	<u>No. Giving Score</u>
1	7
2	21
3	57
4	89
5	38

.....
How relevant were the topics covered at NRLM?

AVERAGE SCORE=3.63

<u>Score</u>	<u>No. Giving Score</u>
1	2
2	22
3	54
4	126
5	21

.....
Did the NRLM increase your awareness of the complexities, scope, and national agenda of research in ARS?

AVERAGE SCORE=3.31

<u>Score</u>	<u>No. Giving Score</u>
1	16
2	38
3	69
4	64
5	38

.....
How valuable do you believe the visions of future research established at the NRLM are to you?

AVERAGE SCORE=3.15

<u>Score</u>	<u>No. Giving Score</u>
1	11
2	42
3	86
4	74
5	12

.....
How valuable do you believe the visions of future research established at the NRLM are to ARS?

AVERAGE SCORE=3.43

<u>Score</u>	<u>No. Giving Score</u>
1	7
2	31
3	68
4	92
5	24

.....
How satisfactory were the physical arrangements at the Hilton Hotel?

AVERAGE SCORE=3.67

<u>Score</u>	<u>No. Giving Score</u>
1	4
2	11
3	61
4	124
5	21

.....
What aspect of the meeting did you like best?

<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>
Talks	62	29.8 %
Workshops	48	23.1 %
Interaction with others	98	47.1 %

.....
Should ARS hold future NRLM's at appropriate intervals?

<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>
YES	180	85.7 %
NO	30	14.3 %

.....

 If future NRLM's are held, how far apart should they be?

<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>
2 Yrs	17	8.3 %
3 Yrs	78	37.8 %
4 Yrs	41	19.9 %
5 Yrs	70	34.0 %

 What month would you prefer for future NRLM's?

<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>	<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>
Jan	6	3.4 %	Jul	4	2.3 %
Feb	16	9.0 %	Aug	1	0.6 %
Mar	32	18.1 %	Sep	7	4.0 %
Apr	72	40.7 %	Oct	9	5.0 %
May	24	13.5 %	Nov	3	1.7 %
Jun	2	1.1 %	Dec	1	0.6 %

 (SCORES BROKEN OUT BY EVALUATOR'S ARS AFFILIATION)

Evaluator's	Overall	RL Led	NPL Led	NPL Led		Value to	Value to	
<u>Affiliation</u>	<u>Rating</u>	<u>Workshp</u>	<u>Tues pm</u>	<u>Wed pm</u>	<u>Relevance</u>	<u>Individual</u>	<u>ARS</u>	
HQ	<u>No.</u> (16)	3.69	3.31	3.62	3.62	4.12	3.12	3.50
BA	(34)	2.76	3.41	2.74	2.74	3.18	2.62	2.97
MSA	(18)	3.11	3.44	3.00	3.00	3.44	2.94	3.17
MWA	(28)	3.25	3.11	3.39	3.39	3.50	3.00	3.29
NAA	(10)	3.25	3.00	3.25	3.25	3.50	3.12	3.25
NPA	(29)	3.46	3.29	3.21	3.21	3.64	3.04	3.32
PWA	(28)	3.61	3.50	3.07	3.07	3.86	3.50	3.79
SAA	(23)	3.61	3.17	3.13	3.13	3.65	3.35	3.50
SPA	(26)	4.12	3.08	2.96	2.96	3.96	3.73	3.73

If future NRLM's are held, how far apart should they be?

<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>
2 Yrs	17	8.3 %
3 Yrs	78	37.8 %
4 Yrs	41	19.9 %
5 Yrs	70	34.0 %

What month would you prefer for future NRLM's?

<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>	<u>Option</u>	<u>No. Responding</u>	<u>% of Total</u>
Jan	6	3.4 %	Jul	4	2.3 %
Feb	16	9.0 %	Aug	1	0.6 %
Mar	32	18.1 %	Sep	7	4.0 %
Apr	72	40.7 %	Oct	9	5.0 %
May	24	13.5 %	Nov	3	1.7 %
Jun	2	1.1 %	Dec	1	0.6 %

(SCORES BROKEN OUT BY EVALUATOR'S ARS AFFILIATION)

<u>Evaluator's</u>	<u>Overall</u>	<u>RL Led</u>	<u>NPL Led</u>	<u>NPL Led</u>		<u>Value to</u>	<u>Value to</u>	
<u>Affiliation</u>	<u>Rating</u>	<u>Workshp</u>	<u>Tues pm</u>	<u>Wed pm</u>	<u>Relevance</u>	<u>Individual</u>	<u>ARS</u>	
	<u>No.</u>							
HQ	(16)	3.69	3.31	3.62	3.62	4.12	3.12	3.50
BA	(34)	2.76	3.41	2.74	2.74	3.18	2.62	2.97
MSA	(18)	3.11	3.44	3.00	3.00	3.44	2.94	3.17
MWA	(28)	3.25	3.11	3.39	3.39	3.50	3.00	3.29
NAA	(10)	3.25	3.00	3.25	3.25	3.50	3.12	3.25
NPA	(29)	3.46	3.29	3.21	3.21	3.64	3.04	3.32
PWA	(28)	3.61	3.50	3.07	3.07	3.86	3.50	3.79
SAA	(23)	3.61	3.17	3.13	3.13	3.65	3.35	3.50
SPA	(26)	4.12	3.08	2.96	2.96	3.96	3.73	3.73

EVALUATION OF WORKSHOPS HELD AT THE NATIONAL RESEARCH LEADERS' MEETING

1=Not beneficial, 2=Somewhat beneficial, 3=Moderately beneficial,
4=Very beneficial, 5=Extremely beneficial

TUESDAY AFTERNOON

Workshop No. 1 - Human Nutrition

AVERAGE SCORE= 3.88

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	0
3	7
4	4
5	5

Workshop No. 2 - Novel Uses

AVERAGE SCORE= 2.82

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	5
3	1
4	3
5	1

Workshop No. 3 - Food Safety

AVERAGE SCORE= 3.00

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	2
3	8
4	2
5	0

Workshop No. 4 - Quality and Losses

AVERAGE SCORE= 2.84

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	8
3	5
4	3
5	2

Workshop No. 5 - Animal Health

AVERAGE SCORE= 3.00

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	3
3	4
4	5
5	0

Workshop No. 6 - Animal Production

AVERAGE SCORE= 3.36

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	3
3	5
4	4
5	2

Workshop No. 7 - Engineering Technology

AVERAGE SCORE= 3.78

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	2
3	1
4	3
5	3

Workshop No. 8 - Germplasm

AVERAGE SCORE= 2.33

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	8
3	4
4	0
5	0

Workshop No. 9 - Range, Pasture, Forage

AVERAGE SCORE= 3.50

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	1
3	2
4	4
5	2

Workshop No. 10 - Modifying Germplasm

AVERAGE SCORE= 2.59

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	9
3	3
4	4
5	0

Workshop No. 11 - Plant Physiology

AVERAGE SCORE= 3.33

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	3
3	5
4	6
5	1

Workshop No. 12 - Plant Protection

AVERAGE SCORE= 2.73

<u>Score</u>	<u>No. Giving Score</u>
1	3
2	3
3	13
4	3
5	0

Workshop No. 13 - Plant Stress

AVERAGE SCORE= 2.91

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	4
3	4
4	3
5	0

Workshop No. 14 - Natural Resources

AVERAGE SCORE= 3.75

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	0
3	3
4	4
5	1

Workshop No. 15 - Climate Change

AVERAGE SCORE= 1.92

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	6
3	5
4	1
5	0

Workshop No. 50 - Administrative Management

AVERAGE SCORE= 4.33

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	0
3	0
4	2
5	1

WEDNESDAY AFTERNOON

Workshop No. 16 - New Crops

AVERAGE SCORE= 2.33

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	4
3	2
4	0
5	0

Workshop No. 17 - Models and Databases

AVERAGE SCORE= 3.30

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	1
3	5
4	4
5	0

Workshop No. 18 - Rooting

AVERAGE SCORE= 2.82

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	7
3	5
4	2
5	2

Workshop No. 19 - Germplasm Repositories

AVERAGE SCORE= 3.83

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	0
3	3
4	8
5	1

Workshop No. 20 - Small Grains

AVERAGE SCORE= 2.07

<u>Score</u>	<u>No. Giving Score</u>
1	4
2	5
3	5
4	0
5	0

Workshop No. 21 - Horticultural Crops

AVERAGE SCORE= 3.08

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	3
3	4
4	4
5	1

Workshop No. 22 - Molecular Entomology

AVERAGE SCORE= 2.25

<u>Score</u>	<u>No. Giving Score</u>
1	2
2	5
3	5
4	0
5	0

Workshop No. 24 - Animal Production

AVERAGE SCORE= 2.56

<u>Score</u>	<u>No. Giving Score</u>
1	3
2	6
3	5
4	4
5	0

Workshop No. 25 - Food Safety

AVERAGE SCORE= 2.83

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	3
3	6
4	1
5	1

Workshop No. 26 - Commodity Treatments

AVERAGE SCORE= 2.79

<u>Score</u>	<u>No. Giving Score</u>
1	2
2	3
3	6
4	2
5	1

Workshop No. 27 - Fiber and Polymers

AVERAGE SCORE= 2.50

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	3
3	3
4	1
5	0

Workshop No. 28 - Weed Management

AVERAGE SCORE= 3.50

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	1
3	8
4	2
5	3

Workshop No. 30 - Human Nutrition

AVERAGE SCORE= 1.92

<u>Score</u>	<u>No. Giving Score</u>
1	5
2	3
3	4
4	0
5	0

Workshop No. 31 - Alfalfa and Forage

AVERAGE SCORE= 3.60

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	0
3	3
4	4
5	2

Workshop No. 38 - Biological Control

AVERAGE SCORE= 3.00

<u>Score</u>	<u>No. Giving Score</u>
1	2
2	2
3	3
4	4
5	1

Workshop No. 39 - Diseases of Animals

AVERAGE SCORE= 2.92

<u>Score</u>	<u>No. Giving Score</u>
1	2
2	3
3	3
4	2
5	2

THURSDAY AFTERNOON

Workshop No. 23 - Animal Germplasm

AVERAGE SCORE= 2.46

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	7
3	3
4	2
5	0

Workshop No. 29 - Animal Care

AVERAGE SCORE= 3.58

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	0
3	7
4	3
5	2

Workshop No. 33 - Commercialization

AVERAGE SCORE= 2.43

<u>Score</u>	<u>No. Giving Score</u>
1	6
2	7
3	4
4	1
5	3

Workshop No. 34 - Hydrology

AVERAGE SCORE= 3.08

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	2
3	7
4	3
5	0

Workshop No. 35 - Soil Microbiology

AVERAGE SCORE= 2.33

<u>Score</u>	<u>No. Giving Score</u>
1	3
2	5
3	2
4	1
5	1

Workshop No. 36 - Plant Health

AVERAGE SCORE= 2.00

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	1
3	3
4	8
5	4

Workshop No. 37 - Applied Entomology

AVERAGE SCORE= 2.33

<u>Score</u>	<u>No. Giving Score</u>
1	3
2	8
3	5
4	2
5	0

Workshop No. 40 - Animal Parasites

AVERAGE SCORE= 4.22

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	0
3	1
4	5
5	3

Workshop No. 41 - Range Research

AVERAGE SCORE= 2.50

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	3
3	3
4	1
5	0

Workshop No. 42 - Plant Patents

AVERAGE SCORE= 3.62

<u>Score</u>	<u>No. Giving Score</u>
1	0
2	2
3	7
4	14
5	3

Workshop No. 43 - Grain Quality

AVERAGE SCORE= 2.18

<u>Score</u>	<u>No. Giving Score</u>
1	6
2	6
3	2
4	2
5	1

Workshop No. 45 - Sensor Technology

AVERAGE SCORE= 3.29

<u>Score</u>	<u>No. Giving Score</u>
1	1
2	3
3	3
4	5
5	2

Workshop No. 46 - Biosafety

AVERAGE SCORE= 2.83

Score	No. Giving Score
1	0
2	3
3	2
4	0
5	1

Workshop No. 47 - Plant Genome

AVERAGE SCORE= 3.83

Score	No. Giving Score
1	0
2	0
3	4
4	6
5	2

WRITTEN COMMENTS ON NRLM

- o The best ARS RL meeting I have attended.
- o Future NRLM's should be held only if any work sessions are planned well in advance, and the participants are told well in advance:
 - (1) The purpose of the workshops
 - (2) The anticipated product(s)
 - (3) Their specific role (what they should prepare)
- o Highest praise to D. D. Bills and other organizers. From this RL's standpoint, there is an unbelievable amount of differences in opinion on ARS's goals and mission among NPL, Administrator, OMB, etc. This makes planning difficult, but interesting!
- o Too much ground covered in 3 1/2 days - not enough time for discussion/exploration. Meetings should be intentionally reduced in scope.
- o The NRL Meeting provided something good for everyone, but the greatest benefit of all was that it was a great team-building exercise in which the philosophy and importance of the USDA-ARS were clearly revealed.
- o Include 1-2 talks by highly recognized RL's, briefly covering their lab and accomplishments, but more importantly, their approaches and insights to productivity and excellence in their ARS environment.
- o Organize the future NRLM's at a more central location (i.e., Kansas City, Denver, etc.). Selection of time for this NRLM was not good because of Easter weekend; this should have been considered in decision of when meeting was scheduled.
- o A waste of time and money. Everything seemed thrown together.
- o The Area RL meetings seemed much more useful in terms of RL/Headquarters interactions.
- o ARS policy reflects "executive branch" policy. Long-range vision for protecting and enhancing food and fibre production does not exist. Current policy will led to the total demise of ARS.
- o There were not enough chairs in the workshop rooms for all participants. Speakers frequently ran over schedule.
- o Thursday morning session rating (5) based on 8-9:30 a.m. only; if include 10-12 then 3. Demonstration project should not have been a part of program or at least held for no more than 40-45 minutes. Time could better have been used for NPS-RL interactions. Do not hold the meetings in Washington the future.

- o Topics and discussion dominated by pre-harvest interests. No consideration of post harvest quality issues except for grain. There should have been some discussion about RL activities and options in future.
- o The format was good and well-orchestrated.
- o Avoid period (week) of major religious days (Holy Week, Palm Sunday to Easter Sunday). Use larger lettering for name tags--names and locations (some of us wear trifocals).
- o Topics of workshops were very relevant but I was quite disappointed that few addressed the 10-20 year vision. Too many ended up focusing on individual areas of interest using the same "old" technology! Presentation on demonstration project was terrible and a waste of time. There seems to be a number of other areas which should and could have been brought to this meeting--information on management, maxiflex, streamlining hiring for all, CRIS accountability, upgrading facilities, changes we can expect in future etc., rather than dwelling on the demo project, half of the audience (at least) which are not even involved! I hope Penn State does a better job on their contract than they did on their presentation.
- o Very good, productive meeting. Involvement by RL's important component. Opportunity to update 6-year plan every 3 years.
- o (1) Future NRLM's should avoid conflicts with Easter/Passover, which this year was problematic for a number of RL's.
- o (2) Include selected non-ARS outstanding scientists as discussants in workshops.
- o (3) Be sure each RL attends at least one workshops outside of discipline--and/or hold more multi-disciplinary workshops.
- o (4) Short technical workshops do not replace 2-3 day NPS led workshops; it would be better to have cross-discipline subjects; and, hopefully, a shorter overall meeting.
- o Cheaper rates can be obtained if the site is selected early and "off-season" bookings are obtained. I think at least one set of "break-out" sessions could be run by outside facilitators. They would be instructed to elicit novel ideas and would not have a personal stake in the final and inevitable prioritizations and changes in emphasis. Of course, cost would be increased by this, but I think the outcome would be worth it.
- o The B evaluations are due to the many discussions I have had with others on these topics. The workshops were all worthwhile but with some additional effort they could have been much stronger. The meeting was successful in meeting its stated goals in my opinion.

- o Well done.
- o Prefer easy access, inexpensive cities such as Reno, Las Vegas, Salt Lake City which also have high probability of good weather.
- o Need external facilitators. Need techniques on management skills. RL discussion groups (informal) without NPS.
- o Too large. Difficult for interactions. Workshops need professional facilitators--NPS can't handle.
- o Many workshops were only moderately successfully because of over-emphasis on product development and push to create topics. Show more confidence in NPL's and RL's. Allow more time and facilities for less structured program planning and interaction. Low value workshops were doomed by topics assigned and mix of people. Leaders and participants did the best they could.
- o Meeting facilities were okay but inability to stay there and visit made the Hilton unsatisfactory. Hold at location where all participants can have lodging together. Provide more time for interaction among attendees. Have more speakers on management skills and help in developing people skills. Also need a speaker from Congress.
- o I thought that very poor judgement was used in the scheduling of the meeting in that it impacted Passover and Holy Week. Additionally, it was scheduled the week before income tax returns are due. The later point may not be important to everyone, but to those who through no fault of their own, are unable to obtain all the information needed for filing until last week, it is important. I felt the talk by Ed Runge was the least beneficial. I also felt that the least useful portion of the meeting was the oral workshop reports by the RL's and NPS. The written reports were more useful. I also had a problem with the scheduling of workshops that were to look at research in the years 2000-2030 on Tuesday and then to schedule workshops to look at research in the years 1990-2000 on Wednesday. It was difficult for speakers to separate research approaches for the two time periods.
- o Cut down number of workshops that deal with same general subject areas. No need to have, for example, an RL workshops on food safety and other one led by NPS on same subject. Give all workshops charge to come up with more substantive results of where Agency should go. cut overall length of meeting to a maximum of 3 days or less...2 1/2 would be better. Limit all speakers to an absolute maximum of 25 minutes; put an alarm clock on the podium to remind them.
- o There should be workshops/open sessions on the infrastructure, administrative setup and deficiencies for doing first rate research at ARS.

- o Speakers should not have been permitted to exceed the allotted time.
- o I was very disappointed in the conference. I may respond in a letter if anyone is interested.
- o Was this really worth \$1 million?? Group is too diverse to function in this kind of setting.
- o Allow greater opportunity for informal interaction in getting acquainted.
- o Same format as this NRLM.
- o Too expensive - not much area for lounging without drinking. No windows. Meal banquet not good. Good to get to meet fellow (lady) RL's from other Areas (Centers). Good to hear the Secretary and others regarding direction. Holly Hayes did a great job. I saw her in action for this meeting - weeks ago.
- o Some of the NPS that attended the workshops should do more listening and less talking. We spent too much time sitting. It was one day too long.
- o NRLM much more valuable than Area RLM. Diversity and broad view were very meaningful. If NRLM were held every other year--meeting could be for 2 1/2 rather than 3 1/2 days. Also hold at more central location. Holy Week is a very poor time to have this meeting!
- o This location was too expensive! General issues important to the Agency are not universally important enough at the MU level to warrant the commitment of all RL's to such an expensive plenary program: decentralize the program further.
- o Although the health concern of the consumer emerged clearly as one major determinant of future production research, only two of the invited speakers (Yeutter and Hess) addressed human nutrition research. The subject should have had a more prominent role.
- o Do not hold meetings during Holy Week.
- o Longer workshops, fewer speakers. Friday reports were tedious and suggest little new ground was plowed; seemed like a reaffirmation of needs/priorities that have been recognized for some time. The most positive value of this meeting was to bring people together to learn what was going on in other labs in related areas. An excellent opportunity for interchange, but this interchange shouldn't have to depend on a National RL meeting.

- o When goals have been selected, another conference of one bright young scientist from each research unit should be convened to plan ways to reach the goals that have been identified. We may know where we want to go, but we don't know the best way to get there.
- o My main comment: the best use of the NRLM is to broaden the experience of the RL—expose him/her to topics outside his/her research area. Have more speakers on national policy (OMB), economics, Congress Ag committees, national leaders. Do not have us rehash specific research topics that we are already aware of (as in the workshops).
- o It was a refreshing change that Administrative Management did not dominate an RL meeting.
- o Make names on badges bigger.
- o I did not feel served as an RL by this meeting. We need to discuss satisfactory solutions to our problems.
- o Probably other sites should be considered.
- o More about every day problems.
- o In workshops, old agendas became "new" agendas. Little discussion and little listening occurred in the workshops. "Topics Covered at NRLM"—planned topics were relevant but much of discussion and output was astray!
- o Several major disappointments:
 - (1) We heard only praise for ARS, but I don't think RL's need pats on the back. ARS has many critics—we should hear their arguments—such as ARS being too close to industry, not serving family farmers, contributing to increased farm size, etc., etc.
 - (2) Too much time devoted to talks and "dignitaries," not enough time for those working on same problem to get together to build national programs.
 - (3) Too much influence from Adm. Services (this is a problem all through ARS, including the large dollars devoted to Adm. Services).
 - (4) Since about only 1 in 6-8 RL's is hiring these days, much too much time on pilot project. Should have information on how to reduce force because that affects most RL's. People in Beltsville do not seem to understand that ARS has been dying these last 10 years.

- o Do not bring all the research leaders in, but rather research leaders with similar interests; e.g., natural resources, animal, etc. This would cut the group size down. The Plenary sessions were must too big.
- o The presentations of the USDA leadership (Secretary, Assistant Secretary, ARS Administrator) were really the highlights of the meeting. For ARS RL's to have an opportunity to "take the measure" of their National Leaders is extremely important. Furthermore, I believe that the future workshops should be compressed to 2 1/2 days. There must be some way to have the Headquarters Staff (NPS) stay at the facility to take full advantage of the opportunities that are presented. The RL-led workshops were, in my opinion, a disappointment. There was too much turfing. Although this also occurred to a lesser degree at the NPL-led workshops, there was better preparation and a broad perspective.
- o This was a good workshops with a good balance of speakers. A void was someone from the environmental community. We simply must have dialogue with this component of society. Perhaps a representation from the Conservation Coalition.
- o Location other than Washington. More time for interaction with speakers. ARS interaction with other Federal agencies within USDA and outside USDA. Better equipment for presentations Program planning was good, but not clear what the true intent is for the workshops.
- o Is the fiasco that we hard from Penn State on the evaluation of the Demonstration Project the result of low bid? It would be a shame to have what appears to be a good change in our hiring practices be evaluated by a group that apparently could make a simple yes or no answer complicated.
- o (1) Having tables at the workshop room on Thursday was good.
- o (2) Mr. Cecil Reed's speech alone was worthwhile for the trip. He was the best speaker I've had.
- o (3) The list of participants may be good.
- o (4) The name tag needs larger printing including location. Also include the title.
- o Make certain speakers stay on time. Meeting room stage very poor; screen in poor position; flat floor-very poor. Speakers should speak from podium.
- o Consider some combined regional meeting (2 regions) that change combinations yearly so that we would have a better choice and get to know RL's throughout the country.

- o Have 2 hour sessions rather than 4 hour sessions so RL's can participate in more workshops on different topics.
- o The program was valuable to me. I will relate many of the points of interest to my coworkers in our Unit.
- o Suggest that the NRLM alternate every 2 years with Area RL meetings. While I consider the personal contacts and communication to be the most valuable, the talks were also very informative.
- o The program needs some sessions to assist Research Leaders to become better supervisors. Some idea exchanges on that subject would be good. Some RL's do an excellent job managing people, but many do not. There needs to be interaction on that subject. Those who do well need to share ideas with those who are struggling. Some of the speakers in the general sessions were excellent. Most were good. I think we should have had the opportunity to rate them individually. Unfortunately, our Personnel people broke a cardinal rule for slides. They should make new slides or overheads with less material on each. The way they presented the visual aids is inexcusable! They know better than to use poor visuals on such an important subject. They could have done much better.
- o (1) Entire group of RL's is too large to accomplish much.
- (2) Have National RL Meetings based on subsets of RL's by a) discipline, b) commodity, c) position title, or d) NPS contact to make for a manageable group.
- (3) Meetings should be 1 1/2-2 days maximum; these were way too long.
- (4) This was an extremely bad time of year--planting season and Holy Week.
- (5) Way too expensive for what we achieved; get cheaper facilities or pay for this out of Headquarters; could have accomplished most by telemail and teleconference.
- (6) Clarify goals of meetings. Our goals were very poorly defined. If updating research priorities, start workshops with a list of current areas, no need to start from scratch. No time for important discussion.
- (7) As a possible future agenda item, the workings of another Federal research group such as NIH would be interesting to learn about.
- (8) Scientists in my unit are concerned about: funding (Res. Assoc. could be more flexible, ARS should consider providing temporary matching funds for appropriate industry-funded research) and credit for service (administrative or routine duties some of us have) by RPES.
- (9) What does or could ARS do to keep good scientists.

- o Two and one-half day meeting would be sufficient. Workshops were duplicated and overlapping in nature. But National Research planning is excellent approach.
- o Very good meeting.
- o The very close seating arrangement in the International ballroom was extremely uncomfortable and very distracting, especially on Tuesday when everyone was there to hear Dr. Plowman. You need to allow a couple of inches between chairs.
- o Not during Holy Week.
- o Need more cross fertilization; that is cross-cutting workshops.
- o Eliminate workshop reports.
- o Excellent meeting - should have reversed workshops; i.e., NPL's first and RL's second. Should have been more futuristic.
- o Organizers did a good job with a difficult assignment.
- o The meeting rooms were very unsatisfactory, especially the ballroom (morning sessions). Not allowing local employees to stay at the hotel significantly reduced the effectiveness of the meeting.
- o Consider other formats for workshops.
- o Workshops that were structured for half the allotted time and allowed interactive comments for the other half were more helpful to me.
- o Numerous research need areas were identified. Many of these areas are being researched at minimal funded levels. Attention needs to be given to how current and future research need areas can be funded. This is difficult but must be addressed.
- o For future program planning, smaller workshops with key scientists would be more useful. This workshop useful, but probably not worth the time and money.
- o Certainly, there was value in having the meeting, but not in light of time and financial considerations. Better plans could have been made using selected panels on telemail, teleconference calls, and a session at Beltsville.
- o It would have been helpful to have a "State-of-the-Union" talk about ARS. What are the current issues from the Administrator's point-of-view. Discussion groups need to have more focus. I really don't know if it is possible with such a diverse group. Reduce length of meeting by at least one day.

- o Locating meeting at an informal, "isolated" resort area type place would enhance informal interaction with others and would encourage "out breeding" in the interactions. We need to learn how to hold creative and interactive workshops. These were in general the weakest part of the conference. There is a need for more scientific input from outside the organization in the workshops at the meeting. Most of us had already heard most of the information and it was not easy to come up with new ideas nor was it easy to be stimulated by workshop talks which we have heard at meetings or read in the literature already. The RL workshop reports on Friday morning were long and rambling and hard to listen to for long. How about having each reporter concentrate on the changes or new program thrusts or report on the top 3 priority issues needing added attention as determined in their workshops. The NPS reports were better focused. One possible idea for improving focus in the afternoon workshops would be to use the old 6-year plan as a departure point and center the discussions on needed changes in direction and a setting of priorities.
- o NRLM should coincide with updating of 5-year plan (program). Workshop format should be changed to provide more interaction. Friday morning session—should prepare visuals as one person did.
- o All RL's should be allowed to attend the whole program; i.e., don't leave out the Beltsville group. Have at a location that is not so expensive. Program: Forget the Friday a.m. session. Total waste of time.
- o Dr. Plowman's comments are always excellent and well received. The presentation by Jody Holtzman was worthless. The presentations by personnel and Penn State were far too detailed and gave a great deal of information that was neither relevant nor of interest to us. The rest of the talks were good, but hardly worth the time or expense.
- o I suggest concurrent sessions for summaries of workshops. Many topics did not concern my interest and my interest was glossed over.
- o Program and arrangements committees did a great job! Suggest an afternoon mid-week break, even if this means a PM session at another time to reduce intensity level. Next workshop topic: Leadership, Roles, Responsibilities.
- o Some workshops disorganized. Little direction to participants toward expected results. Message center would not answer phone. NPS should get input from RL's before planning next meeting.
- o There were no discussions of problems, "hinderances" to the accomplishment of the ARS mission. Some we can correct, some we can't. We should try to correct those we can. Some time needs to be used to discuss organizational structure and dynamics both within the Agency and within USDA in general. For example, I have yet to see a copy of the "research initiative" which it was apparent the Secretary expected us to be knowledgeable about.

- o The format for this meeting was well devised and relevant to ARS mission. More time for interaction would be desirable to allow for one-on-one discussions and possible research interaction.
- o Too much for Beltsville people -- better to leave town.
- o Why not schedule meetings from 9-6 rather than 8-5 for the sake of those of us from other time zones? It would help considerably. Meeting was a bit too long in my opinion. The last summary meeting did not really require everyone's attendance (Friday a.m.)
- o NPS should also stay at hotel so we can have more interacting with them. Need longer breaks for interaction with other RL and staff. Need speaker from Congress (Ag. App. Committee).
- o Workshops like #47 where a few introductory speakers are used to introduce new science worked better than a round table of everyone telling what they are currently doing. Use this technique in future meetings, even involving University and/or industry keynote speakers to kick off workshops in new and pioneering research areas. Then allow ARS workers to interact on this topic.
- o Several speakers indicated that environmental and consumer interests are going to have a major impact on the future research agenda for ARS. However, none of the invited speakers represented those areas. This appeared to be a big void in the program.
- o Establish special sessions for new RL's; topics on (1) organizational structure in program and administrative decision making, (2) fiscal responsibility and flexibility.
- o How about somewhere not Washington, D.C.; less expensive? More central.
- o Schedule outside D.C. area to permit more interaction with NPS and other locals who were unable to stay overnight.
- o Workshops too short and key scientists are not RL's. Budget consideration makes NRLM's questionable! Meeting too long, by Friday morning there was very little interest left; folks were restless and worn out.
- o Ballroom seating very cramped. Future--expand space between seats.
- o The workshops would have benefitted from better guidelines regarding their objectives and two to three months of lead time so that they more critical issues could have been filtered out of the long list of research needs.



United States
Department of
Agriculture

Agricultural
Research
Service

Pacific West Area

U.S. Sheep Experiment Station
Dubois, ID 83423

April 16, 1990

SUBJECT: Development of final draft of recommendation from Workshop
No. 6: Animal Production

TO: All Participants

FROM: Hudson Glimp, Discussion Leader

Hudson A. Glimp

First, I would like to thank all of you for your inputs during this workshop and to this report. The attached report is the first draft that was prepared by Robert Kraeling and myself that was presented by John Gorham during the Friday morning sessions. We tried to not omit critical elements in the various disciplinary presentations. However, in the combining of several statements from different presentations we may have omitted certain points that you believe deserve more emphasis or not stated others properly.

We are therefore asking you to critically review this report and suggest any corrections or additions you believe are appropriate. In the interest of time, please FAX or telemail your responses to me by no later than Monday, April 23. Our FAX number is 208-374-5582. I promised to have the final draft to headquarters by April 25.

Enclosures

Workshop No. 6: Animal Production

Discussion Leader: Hudson A. Glimp

Objective: The mission of the ARS Animal Production research program is to improve the efficiency of animal protein production in sustainable systems:

Future Program Issues and Problems:

1. The major challenge to animal production, especially large animals, is to reduce production costs. This implies improved production efficiency and reduced input costs, including feed resources.
2. Animal production systems in the future must be biologically, ecologically and economically sustainable. This includes clear definition of the appropriate role of animals on public and private lands within multiple use contexts.
3. Animal products must meet consumer needs in terms of nutrition, product quality and safety.
4. Animal welfare within research and production situations will require proactive solutions to perceived problems by scientists, educators and producers.
5. There is tremendous potential for major breakthroughs in animal productivity. The challenge is to identify appropriate technology needs, coordinate research efforts, then incorporate results into sustainable systems.

Research and Technology Needs:

1. Identify rate limiting factors and pathways that can be manipulated to improve adaptability, reproductive efficiency, lean tissue growth and fat reduction, efficiency of nutrient utilization, product composition and quality, resistance to diseases and parasites, and overcome antagonistic relationships on a life cycle basis.
 - a. Introduction or development and evaluation of unique germplasm resources that contribute to adaptability and major production objectives.
 - b. Identify, sequence and map genes associated with important traits, with the objective of identifying genetic markers and isolation and transfer of genes to improve specific traits.
 - c. Improve methods for the collection and culture of oocytes, in-vitro fertilization and embryo culture, and storage and cloning.
 - d. Improve survival through increased understanding of embryo-uterovarian signals and endocrine and neuroendocrine control mechanisms.

- e. Improve knowledge of male physiology, sperm evaluation and preservation.
 - f. Characterize and manipulate rate limiting aspects of animal growth.
 - g. Improve nutrient availability to target tissues, including improved understanding of the mechanisms regulating metabolism.
 - h. Increase knowledge of interrelationships among chemical and physical characteristics of feedstuffs and gastrointestinal tract environment ecosystems.
 - i. Decrease reliance on exogenous animal health adjuncts and increase use of biological strategies.
 - j. Increase understanding of the neural, physiological and genetic mechanisms affecting animal behavior, with emphasis on sexual behavior, foraging efficiency and effects of production systems on behavior traits.
2. Develop and validate models of production systems that can be used to:
- a. Design systems of production that reduce product costs.
 - b. Predict performance beyond normal ranges.
 - c. Predict product quality and composition.
 - d. Integrate submodels of different production functions, such as forage and animals models.

Research Management Policy:

Innovative approaches to planning, communicating research needs, coordinating research efforts, and recognition of individual and team contributions must be developed if the highly complex, multidisciplinary problems discussed above are to be addressed and solved.

Posted: Tue, Mar 13, 1990 9:43 AM CST
From: DD.PQD
To: HQS.AREAS.LOCATIONS
CC: BA.LABS
Subj: National Research Leaders' Meeting

Msg: MGJA-2949-3247 CC:

Tufts
E.E. King
Shanda
Mary D.
Ella

*****RESPONSE REQUIRED BY MONDAY, MARCH 19, 1990*****

SUBJECT: National Research Leaders' Meeting (NRLM)

TO: Attendees at the NRLM (Please Forward from Area Offices to RLs)

FROM: Donald D. Bills
General Chairman/Coordinator NRLM

Here is a program for the NRLM. Few, if any changes, are expected before the meeting. Workshops are scheduled each afternoon. The workshops on Wednesday and Thursday will be led by NPS. We will provide information about these later.

On Tuesday afternoon, there will be 15 concurrent, RL-led workshops. The purpose of these workshops is to identify opportunities and challenges in agricultural research for the next two or three decades. Please look at the list of subjects and pick the workshop in which you would most like to participate. Don't overlook the opportunity of contributing in a session that may fall outside of your main expertise. Interdisciplinary interaction will be valuable.

When you have decided which workshop you prefer, enter it as your first choice in the RMIS system. Instructions for accessing and entering your choice in the RMIS system are provided later. Also enter a second and third choice in case your first choice is oversubscribed.

A Discussion Leader and Resource Team have been identified from among the RL participants for each workshop. We will do our best to assign other participants to their first choice workshop.

Please enter your choices of workshops in RMIS by Monday, March 19, 1990.

Sleeping rooms at the hotel will be paid for by contract, but will later be charged back to Management Unit account numbers. This will save participants about \$12 per night in sales and occupancy taxes. Please make your reservation at the Washington Hilton by March 17th.

Travel regulations do not permit payment of per diem expenses for employees whose duty station is in the Washington, DC area. This is contrary to earlier advice.

NATIONAL RESEARCH LEADERS' MEETING
OPPORTUNITIES AND CHALLENGES IN AGRICULTURAL RESEARCH FOR
THE EARLY 21ST CENTURY
WASHINGTON HILTON
1919 CONNECTICUT AVENUE, N.W.

MONDAY, April 9, 1990

3:00-9:00 Registration

7:00-9:00 Informal Reception

TUESDAY MORNING, April 10, 1990

VISUALIZING AND GUIDING THE FUTURE OF AGRICULTURAL RESEARCH

Moderator: Dr. M. E. Carter, Associate Administrator, ARS

8:00 Mission and Vision for the Agricultural Research Service

Speaker: Dr. R. D. Plowman, Administrator, ARS

8:50 Toward 2021, Trends, Pathways and Pitfalls

Speaker: Jody Holtzman, Sr. Assoc., The Naisbett
Group, Washington, D.C.

9:40 Break

Moderator: Dr. F. P. Horn, Director, Southern Plains Area

10:10 Future Agricultural Science Policy

Speaker: Dr. Mike Phillips, Office of Technology
Assessment, Washington, D.C.

10:40 The Future of Agriculture, Viewpoint from Industry

Speaker: Dr. Robert T. Fraley, Director Plant
Science Technology, Monsanto Agricultural Company

11:10 Orientation for Breakout Sessions. Dr. E. B. Knipling,
Deputy Administrator, NPS; Dr. J. N. Jenkins, Director
and Research Leader, Crop Science Research, Mississippi
State University

11:30 Adjourn for Lunch

TUESDAY AFTERNOON

1:00 Concurrent RL-led Workshops

5:00 Adjourn

5:15-6:15 Social Hour

WEDNESDAY MORNING, April 11, 1990

UNDERSTANDING THE INFLUENCES OF ECONOMICS AND SOCIETY ON THE FUTURE OF AGRICULTURE AND AGRICULTURAL RESEARCH

Moderator: Dr. H. L. Rothbart, Director, North Atlantic Area

8:00 External Influences on Agriculture: Societal,
Environmental and Global Economy

Speaker: Dr. Ron Knutson, Department of
Agricultural Economics, Texas A&M University

8:45 USDA in the Future

Introduction of Speaker: Dr. R. D. Plowman

Speaker: Dr. Clayton Yeutter, Secretary of
Agriculture

9:45 Break

Moderator: Dr. K. D. Murrell, Director, Midwest Area

10:15 A New Paradigm for Agriculture: Demand Enhancement as an
Alternative to Supply Control

Speaker: Dr. E. A. Runge, Head of Agronomy
Department, Texas A&M University

11:00 Future Role of the Federal Sector in Agricultural
Research

Speaker: Susan Offutt, Office of Management and
Budget, Washington, D.C.

11:45 Adjourn for Lunch

WEDNESDAY AFTERNOON

1:00 Concurrent NPS-led Workshops

5:00 Adjourn

5:15-6:15 Social hour

THURSDAY MORNING, April 12, 1990

RECRUITING AND LEADING ARS'S FUTURE WORKFORCE

Moderator: Dr. E. E. Finney, Jr., Director, Beltsville Area

8:00 Effective Leadership for the Future

Speaker: Dr. Donald Zacharias, President of
Mississippi State University

8:45 Leading a Multicultural Workforce

Speaker: Mr. Cecil Reed, Merriam, KS

9:30 Break

Moderator: Mr. T. J. Clark, Deputy Administrator, AM

10:00 Demonstration Project

Leader: Jane Giles, Director, Personnel Division

12:00 Break for Lunch

THURSDAY AFTERNOON

1:30 Concurrent NPS-led Workshops

5:30 Adjourn

6:00-7:00 Social Hour

7:00-9:00 Banquet

Agricultural Science and Education in the Early 21st
Century

Speaker: Dr. Charles Hess, Assistant Secretary of
Agriculture for Science and Education

FRIDAY MORNING, April 13, 1990

Moderator: Dr. E. B. Knipling

8:00 RL Workshop Reports

10:00 Break

10:30 NPS Workshop Reports

11:30 Closing Remarks-Reflections and Charge for the Future

Speaker: Dr. R. D. Plowman

12:00 Adjourn

NATIONAL RESEARCH LEADERS' MEETING

APRIL 9-13, 1990

WASHINGTON, D. C.

Tuesday Afternoon 1:00 - 5:00 P.M. Concurrent RL-Led Workshops

RL's and Other Participants: From among the following 15 workshops, choose the one you would most like to attend. Choose also second and third alternatives in case your first choice is oversubscribed. Have your secretary enter your first, second, and third choices in RMIS (Research Management Information System--the same system that you use to enter CRIS information and publications). Here is the stepwise procedure your secretary will use:

1. Log on.
2. Choose RL Meeting (Function Key F15).
3. Choose Attendees Maintenance (Function Key F1).
4. Enter RL's last name and Mode Code and hit return.
5. Choose modify (Function Key F9).
6. Enter the 3 number choices.
7. Log off when finished.

Workshop No. 1. HUMAN NUTRITION AS A BASIS FOR IMPROVING FOOD SUPPLY

Discussion Leader: Gary R. Beecher

Resource Team: Phyllis Johnson, N. Steele, Rich Wilson, Mike Faust, Tony Kotula, Robin Saunders, Daryl Van Campen, David Thayer, Monica Schaefer.

What will be the critical gaps in our knowledge of human nutrition in the early 21st century? How should these be addressed? What changes in agricultural production and processing (including new crops) will be needed to provide appropriate nutrition for U. S. and foreign consumers of agricultural commodities?

Workshop No. 2. NOVEL USES FOR AGRICULTURAL COMMODITIES.

Discussion Leader: William M. Doane

Resource Team: Michael J. Gould, M. O. Bagby, Virginia Holsinger, Devron Thibodeaux, Nelson Goodman, Robert M. Saunders, S. H. Fairheller, Donna Gibson, H. G. Cutler

What potential exists for enhancing our economy by utilizing agricultural products in new or existing products? What research information is needed to make this economically practical? What new agricultural crops and products must be developed to fill these potential market niches?

Workshop No. 3. ASSURING A SAFE FOOD SUPPLY

Discussion Leader: Glen W. Ivie

Resource Team: D. Thayer, R. Blankenship, W. Norred, R. Cole, E. Cleveland, P. Johnson

What will be the major food safety issues at the start of the 21st century? What research will be needed to assure consumers of an adequate, reasonably priced and safe food supply?

Workshop No. 4. MAINTAINING QUALITY AND REDUCING LOSSES OF AGRICULTURAL COMMODITIES

Discussion Leader: Alley E. Watada

Resource Team: J. Anderson, L. Aung, R. McDonald, K. Hicks F. E. Barton, Y. Chen

What are the future critical issues (e.g., controlling ripening and senescence, inducing wound healing, and controlling insect infestation), that will limit the value of agricultural commodities for both export and domestic use? What critical pre- and postharvest research programs must be initiated to enhance quality and competitiveness of commodities?

Workshop No. 5. ANIMAL HEALTH AND PEST CONTROL

Discussion Leader: John R. Gorham

Resource Team: H. W. Moon, R. G. Breeze, R. Fayer, R. L. Witter, G. A. Mount, J. R. DeLoach

What are the emerging issues that require new approaches? What research will be necessary?

Workshop No. 6. ANIMAL PRODUCTION

Discussion Leader: Hudson R. Glimp

Resource Team: H. Hawk, R. Keaeling, L. Cundiff, R. Miller, C. Ferrell, L. Satter, N. Steele, G. Bennett, L. Cartwright, J. Crouse

What are the reproduction, genetics, nutrition, systems, and other issues for the future? What will be the limitations of the germplasm base for both domestic and export use? How should these limitations be addressed? What are the barriers to most effective utilization of animal products for domestic and foreign markets in the early 21st century? What changes in production practices will farmers and ranchers need to make to overcome these barriers? What research is needed to bring about necessary changes?

Workshop No. 7. ENGINEERING TECHNOLOGY IN AGRICULTURAL COMMODITIES AND PRODUCTS

Discussion Leader: Louis F. Bouse

Resource Team: Galen Brown, Ray Williford, Jerrel Powell, Ross Brazee, Jim Steele, Paul Orr

What sensors, mechanization, processing technology, and automated methods for quality control and safety assurance will be needed in the early 21st century?

Workshop No. 8. FUTURE STRATEGIES FOR PRESERVING AND ENHANCING PLANT GERMPLASM

Discussion Leader: Steve A. Eberhart

Resource Team: S. Kresovich, F. Zee, K. Hummer, H. Waterworth, R. Clark, A. Stoner

What are future opportunities in international collection and exchange of germplasm? How do we decide which germplasm to preserve/evaluate? How will the technology of maintaining germplasm change? What research is needed to bring about desirable changes in the ways germplasm is evaluated and maintained?

Workshop No. 9. RANGE, PASTURE, FORAGE, AND LIVESTOCK SYSTEMS

Discussion Leader: Phillip L. Sims

Resource Team: J. A. Onsager, G. E. Schuman, H. S. Mayeux, D. K. Barnes, R. R. Hill and M. H. Frere

What are the multiple-use values that will influence range and livestock production? How will global climate change affect range, pasture, community structure? What changes will ranchers and farmers need to make in production practices?

Workshop No. 10 MODIFYING GERMPLASM THROUGH BREEDING AND BIOTECHNOLOGY

Discussion Leader: Charles W. Stuber

Resource Team: A. Mattoo, G. Gassner, P. Quail, G. Still, R. Davis

What fundamental knowledge is needed to modify plant germplasm to meet specific needs? What are the emerging technologies? How will we link molecular biology with breeding?

Workshop No. 11 PLANT PHYSIOLOGY, BIOCHEMISTRY, AND PRODUCTION

Discussion Leader: William L. Ogren

Resource Team: J. Radin, S. Crafts-Brandner, D. Keister, W. Wergen, W. Heck, R. Wilson

What fundamental knowledge in plant physiology and biochemistry is needed to enhance production? How do mycorrhiza, endophytes, and the rhizosphere affect plant physiology and biochemistry?

Workshop No. 12 PROTECTING PLANTS FROM PESTS

Discussion Leader: R. J. Cook

Resource Team: G. Papavizas, R. Durbin, R. Linderman, A. W. Johnson, A. Rossman, D. D. Hardee, H. Oberlander

How will environmental considerations alter the conventional approaches to pest control? What research must be done to assure that farmers will be able to maintain productivity despite developing constraints? How will changes in global environment affect pest control?

Workshop No. 13 PROTECTING PLANTS FROM ENVIRONMENTAL STRESS

Discussion Leader: Jerry E. Quisenberry

Resource Team: W. E. Newton, Walter Heck, W. Vanderwoude, J. Chatterton

What are the likely environmental stresses that will be encountered in the early 21st century? What knowledge is needed to minimize the effect of environmental stress? What modifications of management practices will producers need to make?

Workshop No. 14 FUTURE STRATEGIES FOR PROTECTING AND MANAGING NATURAL RESOURCES

Discussion Leader: Bobby A. Stewart

Resource Team: H. Bouwer, J. Musick, D. Heerman, S. Smith, J. Power, J. Laflen

How will societal and environmental issues affect use of our natural resources (land, water, air)? What research is needed to maintain productivity and resource base?

Workshop No. 15 GLOBAL CLIMATE CHANGE AND AGRICULTURE

Discussion Leader: Wilbert T. Blackburn

Resource Team: D. T. Krizek, B. A. Kimball, D. A. Woolhiser, R. F. Follett, A. Rango, E. E. Alberts

What changes are expected? What fundamental knowledge is needed to understand the influences of global climate change on agriculture? What research is needed?



United States
Department of
Agriculture

Agricultural
Research
Service

Beltsville Area
Beltsville Agricultural
Research Center

Beltsville, Maryland
20705

February 28, 1990

SUBJECT: Information on National Research Leaders'
Meeting, April 9-13, 1990

TO: Attendees at National Research Leaders' Meeting

FROM: DONALD D. BILLS
General Chairman/Coordinator

Donald D. Bills

The first National Research Leaders' Meeting will be held at the Washington Hilton and Tower Hotel, 1919 Connecticut Avenue, N.W., Washington, D.C. 20009 (Tel. 202-483-3000). The hotel is 1/4-mile northwest of the DuPont Circle Metro stop.

The meeting will focus on the opportunities, directions, challenges, and needs in agricultural research into the early twenty-first century. All Research Leaders, Center Directors, Area Directors, and National Program Leaders are expected to attend the meeting. Selected Administrative Management and Headquarters personnel will also attend.

Please return the enclosed card to the Hilton Hotel by March 17, 1990, to confirm your room reservation. You should plan to stay at this hotel, not elsewhere in Washington. Attendees who work in the Washington area are authorized to stay at the hotel. If you drive, parking in the Hilton garage is \$10.00 per day.

Registration will begin on Monday, April 9, 1990, at 3 p.m. and continue until 9 p.m. There will be an informal reception from 7 to 9 p.m. Monday. The meeting will begin promptly at 8 a.m. on Tuesday, April 10, 1990, with Dr. M. E. Carter, Associate Administrator, presiding and Dr. R. D. Plowman, Administrator, making the opening address. Dr. E. B. Knipling, Deputy Administrator, will preside over the final session on Friday, April 13, 1990, with adjournment at 12:00 noon.

There will be a banquet on Thursday night, April 12. Attendance of participants is expected. The cost will be covered by the Agency. If you want to bring your spouse to the banquet at your expense, please note this on the hotel reservation form. We will accommodate as many spouses at the banquet as possible, but we will not be able to add names later.

If you have questions about lodging, contact Bob Rawles, a contractor assisting with the meeting, at 301-595-9042, or Dr. D. K. Hayes at 301-344-2474 (comm) or 344-2474 (FTS).

You will receive additional information about the program and the meeting soon. We look forward to your attendance at this historic and important meeting.

*Reservation
Verification
#*

8131545814

8131545814

REFERENCE SLIP

3/21/90

TO

C. J. Whitten

☐ ACTION☐ NOTE AND RETURN☐ APPROVAL☐ PER PHONE CALL☒ AS REQUESTED☐ RECOMMENDATION☐ FOR COMMENT☐ REPLY FOR SIGNATURE OF☐ FOR INFORMATION☐ RETURNED☐ INITIALS☐ SEE ME☐ NOTE AND FILE☐ YOUR SIGNATURE

REMARKS

I entered your choices for the Tues. PM session. This is a copy of your profile. If it changes, I will send a copy to you.

FROM

Alla Zhynt

1/2/80

C. J. Kitter

☐ NOTE AND RETURN

☐ ACTION

☐ SEE PHONE CALL

☐ REMOVAL

☐ RECOMMENDATION

☒ AS REQUESTED

☐ REPLY FOR SIGNATURE OF

☐ FOR COMMENT

☐ RETURNED

☐ FOR WITHDRAWAL

☐ SEE ME

☐ DETAILS

☐ YOUR SIGNATURE

☐ NOTE AND FILE

This is a copy of
your report. If it
changes, please
send a copy to me.
I'm serious.
Choice for the Sun.
and contact you

W. J. Kitter

03/21/90

Agricultural Research Service
National RL Meeting Attendee

Page: 1

Attendee Name: C. J. WHITTEN
Title: Research Leader

Address: Screwworm Research Laboratory
P. O. Box 3149

City: Laredo

State: TX Zip Code: 78041

FTS Phone: 0115296133550

Comm Phone: 0115296133550

Telemail Address: LC.TUXTLA

Location Code and Desc:

40 50 05 00 INTERNATIONAL ACTIVITIES
TUXTLA GUTIERREZ, MEXICO
SCREWWORM RESEARCH

PROPOSED Workshops:

Tuesday: 6 Animal Production
5 Animal Health and Pest Control
9 Range, Pasture, Forage, and Livestock Systems

Wednesday: 39 Infectious Diseases of Animals: Priority by Species

Thursday: 40 Internal and External Parasites of Animals

CC: PJ-uc
Tupla
file

Posted: Tue, Mar 20, 1990 12:37 PM CST Msg: DGJA-2952-7124
From: DA.NPS
To: HQS.AREAS.LOCATIONS, BA.LABS, NPS.ALL
Subj: NPS-Led Workshops at National RL Meeting

*****PLEASE FORWARD FROM AREA OFFICES/LOCATIONS TO RL'S*****

March 20, 1990

SUBJECT: NPS-Led Workshops at National Research Leaders
Meeting (NRLM)

TO: Attendees at the NRLM

FROM: E. B. Knipling
Deputy Administrator, NPS

As a supplement to Dr. Don Bill's March 13 memorandum, I am transmitting the listing of NPS Workshops to be held on the afternoon of April 11-12. Program Leaders (NPL's) responsible for each workshop are also indicated:

Wednesday, April 11 (1:00-5:00 pm)

NO.	TITLE	NPL
16	New Crops and Industrial Crops: Priorities	Miller
17	National Coordination of Models and Databases	Rawlins
18	Increasing Infiltration and Rooting Depth	Kemper
19	Germplasm Repositories & GRIN Database	Shands
20	Improving Value Added Traits in Small Grains	Murphy
21	Horticultural/Low Acreage Crops: Prospects for Change	Brooks
22	Molecular Entomology & Insect Genetics: Program Development	Faust
24	Systems Approach to Animal Production	Smith
25	Food Safety: Natural and Microbial Toxins	Robens
26	Commodity Treatments: Challenges and Opportunities	Ouye
27	Fiber and Polymeric Materials Research	Werber
28	Weed Management: Program Adjustments for the 1990's	Christy
30	Human Nutrition: Diet and Risk Factors	Combs
31	Alfalfa/Forage Research: Prospects and Program Adjustments	Elgin
38	Biological Control: Development of a Strategic Plan	Soper
39	Infectious Diseases of Animals: Priority by Species	Colgrove

Thursday, April 12 (1:30-5:30 pm)

NO.	TITLE	NPL
23	Animal Germplasm and Genome Mapping	Gerrits
29	Animal Care: Research Alternatives and Guidelines	Guttman

March 12, 1990

TO: Dora Hayes

Dora,

Could you possibly advise whoever is necessary to include my wife, Betty, as planning to attend the banquet on April 12 at the national RL meeting in Washington. Since I now live in Mexico (at the Screwworm Research Lab), the mail service is rather slow. The information on reservations, etc. arrived here Friday with a due date in one week. Mail here goes out twice weekly with a minimum of 6 days delivery time.

I have called in reservations at the hotel so everything is covered there. The reservation clerk was uncertain as to information on the banquet and suggested that I contact the organizer of the meeting. I would appreciate it very much if you could notify the proper person of my wife's intention to attend the banquet with me.

If any additional information is necessary, my address is:

C. J. Whitten
% U.S. Embassy
P.O. Box 3149
Laredo, TX 78044

Phone (only on AT&T line) 011-52-961-33550

Thanks very much!

See you at the meeting.

UNITED STATES DEPARTMENT OF AGRICULTURE

AD- 206

11-60

(5-PART)

ARS-SPA

(AGENCY)

AUTHORIZATION AMENDMENT

1. Number

0-B-6201-001C

2. Date

March 9, 1990

3. Name

4. Official Station

Various (See attached list)

Various (see attached list)

5. Title

6. Duration of amended authority

Various (See attached list)

June 30, 1990

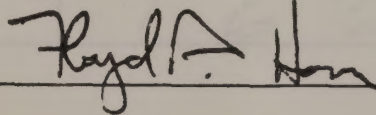
Authorization No. 0-B-6201-001B, issued 12/19/1989, is amended as follows:

To extend duration of amended authority: June 30, 1990

All other conditions remain the same.

Name and title of authorizing official

Signature

FLOYD P. HORN
AREA DIRECTOR

UNITED STATES DEPARTMENT OF AGRICULTURE

ARS-SPA

(AGENCY)

TRAVEL AUTHORIZATION

1. Authorization No.

0-B-6201-001A

2. Date

August 28, 1989

The person named below is authorized to travel and to incur necessary expenses of travel in accordance with provisions of applicable laws and regulations.

3. Name	4. Official Station	4a. Former Residence
Various (See attached list)	Various	
5. Title	6. Travel to begin on or about	7. Travel to end on or about
Various (see attached list)	October 1, 1989	December 31, 1989

8. Itinerary

From duty site to Southern Plains Area (Texas, Arkansas, Oklahoma, New Mexico) Tennessee, Arizona, California and Washington D. C. area.

9. Purpose of travel Purpose Code 1

Work travel as required to accomplish mission of the Research Unit.

10. Per diem allowance In accordance with Agriculture and Federal Travel Regulations. Lodgings NTE authorized rate at TDY point, receipts required for lodgings. M&IE rate as authorized at TDY point. Traveler should confirm per diem rates before each trip, see FPMR 101-1, DM-2300-1 Amendment #11.

11. Travel by privately-owned automobile is authorized; mileage at rates indicated below will be allowed: (Mileage allowances for change of station are shown on section 12.)

Cents per mile plus ferry fares

a.22.5..... and bridge and tunnel tolls

b. ...9.5..... Cents per mile personal preference rate

12. In connection with change of station, the following will be allowed:

a. ☐ Transportation of immediate familyb. ☐ Transportation of household goods and personal effects

Mileage for use of privately-owned automobile for transportation of employee and members of his immediate family, as follows:

Cents per mile when two or more

d. Cents per mile when one person travels alone

c. persons travel together

13. Authorized mode of transportation: GOV, Common Carrier (to be determined on a trip by trip basis).

14. Hire of taxicabs locally: Sec. 1-3.1 FTR (to be determined on a trip by trip basis).

15. Traveler is liable for the value of the tickets or coupons issued until all tickets or coupons are properly accounted for on the travel voucher.

16. For employees under your supervision, you are authorized to approve the following:

1. Attendance at ARS-sponsored meetings held within the conterminous U.S.
2. Open limited (Type B) travel authorizations for work related travel not requiring approval at a higher level.
3. Individual trip authorizations (Type C) for work related travel not requiring approval at a higher level.
4. Individual trip authorizations (Type C) for regional, statewide, and local professional/scientific meetings.

17. Estimated cost: \$900.00 per traveler

The travel and transportation authorized above are in the interest, and to the advantage, of the Government, and the change of station, if any, is not made primarily for the convenience or benefit of the employee or at his request.

Name and title of authorizing official

FLOYD P. HORN
AREA DIRECTOR

Signature

by *[Signature]*

UNITED STATES DEPARTMENT OF AGRICULTURE

AD. 206
11-60

(5-PART)

ARS-SPA

(AGENCY)

1. Number

0-B-6201-001B

2. Date

December 19, 1989

AUTHORIZATION AMENDMENT

3. Name

Various (See attached list)

5. Title

Various (See attached list)

4. Official Station

Various (See attached list)

6. Duration of amended authority

March 31, 1990

Authorization No. 0-B-6201-001A issued 8/28/1989 is amended as follows:

To extend duration of amended authority: March 31, 1990.

All other conditions remain the same.

Name and title of authorizing official

FLOYD P. HORN
AREA DIRECTOR

Signature

by E. E. King

